

## **DCP CONSTITUENCY MEETING PROGRESS REPORT AND PROPOSAL**

### **For Decision**

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#### **1. STRATEGIC PURPOSE**

1.1 The purpose of this paper is to present the Board of Directors with a progress report detailing the outcome and value added of pre-Board Developing Country Partner constituency meetings that have been organized by the Secretariat following approval from the Board of Directors in June 2014, and to request Board approval for continued funding of DCP constituency meetings in 2016 and beyond.

#### **2. RECOMMENDED DECISION**

2.1 The Secretariat requests that the Board approve the following decision:

**BOD/2015/12-XX – Support to GPE DCP Constituencies**: The Board of Directors:

1. approves a supplemental amount of US\$350,000 from the GPE Fund for the organization of pre-Board DCP constituency meetings through June 2016;
2. requests that, starting in July 2016, the Secretariat include the projected costs of the pre-Board DCP constituency meetings as a separate line item in its annual core 12-month budget for Board approval; and
3. requests a short progress report annually on the outcomes and benefits of the meetings to be appended to the CEO report.

#### **3. BACKGROUND**

3.1 At its Board meeting in June 2014, the Board approved an allocation of up to US\$700,000 for the Secretariat to organize pre-Board DCP constituency meetings for the six DCP constituencies (Africa 1, 2 and 3; Asia and the Pacific; Latin America and the Caribbean; and Eastern Europe, Middle East and Central Asia) in advance of the two face-to-face Board meetings in December 2014 and May 2015. At that time, the Board also requested the Secretariat to submit an evaluation and progress report and options for minimizing future costs to the Board following completion of the pre-Board constituency meetings in order to review the success of the constituency meeting mechanism. This paper meets that request.

3.2 In May 2015, the Board approved a supplemental amount of US\$350,000 as part of the Secretariat's annual budget to organize pre-Board DCP constituency meetings through December 2015.

3.3 Given the recognized value of the pre-Board DCP constituency meetings and the importance of continuing to support strengthened communication and coordination among DCP constituencies going forward, the Secretariat proposes that a final supplemental amount be approved to cover the cost of the June 2016 pre-Board DCP constituency meeting, and that as of July 2016, the financial support to the DCP constituency meetings be institutionalized within the Secretariat's annual core budget.

#### **4. OUTCOMES AND VALUE OF DCP CONSTITUENCY MEETINGS**

##### ***Meeting Objectives***

4.1 The initial objectives of the DCP constituency meetings were to improve consultations, communication and coordination within and between the DCP constituencies in order to strengthen their collaboration and to enable them to present a more inclusive DCP position at Board meetings, and improve their engagement with GPE governance processes and the work of the partnership as a whole, thereby strengthening the link between the global and the country level. The objectives of the meeting have since evolved, based on demand from the DCP constituencies, to include an element of knowledge exchange and knowledge sharing.

4.2 Each of the Global Partnership's 60+ Ministries of Education (including some Ministries of Federal States) were invited to appoint an official DCP Focal Point, to serve as the liaison between the Ministry of Education and the Secretariat for all activities related to the DCP constituency meetings. These DCP Focal Points were invited, by the Secretariat, to attend the DCP constituency meetings to represent their country's interests and position.

##### ***DCP Constituency Meetings to Date***

4.3 Initially, five DCP constituency meetings were organized and funded by the German BACKUP Initiative – Education in Africa (Abidjan and Accra in 2012; audio conference and Addis Ababa in 2013; and Bujumbura in 2014). Following the Board decision in June 2014 and as detailed in Table 1 below, two sets of pre-Board DCP constituency meetings were held in December 2014 and May 2015. Both sets of meetings divided the DCP Focal Points into two groups, combining the Africa 1, 2 and 3 constituencies into one group (Africa constituencies) and the Latin America and the Caribbean, Asia and the Pacific, and Eastern Europe, Middle East and Central Asia constituencies into another

group (Rest of the World (RoW) constituencies). A mini DCP constituency meeting was organized in October 2015 for the 12 DCP Focal Points represented on the Board in advance of the Washington Board Retreat. And for the first time, a global DCP constituency meeting for all constituencies combined was organized for December 2015, in advance of the December Board meeting.

**Table 1. DCP constituency meetings (December 2014 – December 2015)**

Constituencies	Date	Location
Africa constituencies	Nov 30 - Dec 2, 2014	Kigali, Rwanda
RoW constituencies	Dec 8-10 2014	Washington, DC, USA
RoW constituencies	May 9-12, 2015	Dubai, UAE
Africa constituencies	May 12-16, 2015	Dakar, Senegal
12 DCP Focal Points represented on the Board	October 13, 2015	Washington, DC, USA
Africa + RoW constituencies	December 2-4, 2015	Kampala, Uganda

### **Outcomes of DCP Constituency Meetings**

4.4 Held in advance of the Board of Directors meetings, the DCP constituency meetings have enabled the DCPs to consult within and between their constituencies, deliberate on key issues in order to present a consensual position at the Board meetings, increase their knowledge of GPE processes, as well as participate in South-South knowledge exchange. Some of the specific outcomes of the DCP constituency meetings are presented in Table 2 below. Annex 1 contains an example of a summary report, in this case of the Dakar constituency meeting in May 2015.

**Table 2. Outcomes of DCP Constituency Meetings**

Activities	Indicators	Outcomes
<b>Pre-Board DCP constituency meetings</b>	Number of pre-Board constituency meetings	Total of 4 pre-Board DCP constituency meetings in December 2014 and May 2015 for Africa and RoW constituencies  1 mini pre-Board DCP constituency meeting in October 2015 for 12 DCP Focal Points  1 global pre-Board DCP constituency meeting in December 2015 for Africa + RoW constituencies combined
	Number of DCP Focal Points that attended DCP constituency meetings	<u>December 2014</u> : 37 DCP Focal Points from Africa; 17 DCP Focal Points from RoW <u>May 2014</u> : 38 DCP Focal Points from Africa; 16 DCP Focal Points from RoW <u>October 2015</u> : 12 DCP Focal Points <u>December 2015</u> : (TBC)
	DCP constituency meeting outcome reports	3 sets of outcome reports summarizing the meetings were produced and circulated to the DCP constituencies (see Annex 1)  The reports promote transparency and accountability in the decisions taken and provide a historical record of the constituency's position and views on discussion items

	Evaluation forms	Evaluation forms were circulated after each DCP constituency meeting in order to address the suggestions of the DCP Focal Points and improve subsequent meetings
<b>Board Meetings</b>	Sharing Board documents	Board documents were shared with all DCP Focal Points in advance of the DCP constituency meetings to facilitate consultation
	Voicing DCP constituency positions at Board meetings	DCP Board members presented the consensual position of their constituencies at the Dec 2014 and May 2015 Board meetings
<b>GPE Processes</b>	Increasing DCP knowledge of GPE processes and guidelines	The DCP constituency meetings in December 2014 and May 2015 discussed the following GPE processes: <ul style="list-style-type: none"> <li>- GPE Strategic Plan (2012 – 2015)</li> <li>- GPE New Funding Model (NFM)</li> <li>- GPE Portfolio Review and Results for Learning</li> <li>- Preparation of Credible Education Sector Plans (ESPs)</li> <li>- GPE Guidelines on Grant Applications<sup>1</sup></li> </ul>
<b>South-South Knowledge Sharing/Exchange</b>	Number of knowledge sharing/exchange activities	Country case study presentations (May 2015); field visit to schools in Senegal (May 2015); field visit to schools in Uganda (TBC)
<b>Communication and Action Plans</b>	DCP Communication and Action Plans (CAPs)	The Africa and RoW constituencies developed draft CAPs during the DCP constituency meetings A draft global CAP has been prepared and will be finalized in December 2015 (see Annex 2)

### ***Communication and Action Plans***

4.5 In addition to allowing the DCP Focal Points to deliberate on key issues in order to present a consensual position at the Board meetings, the DCP constituency meetings have allowed the constituencies to develop their Communication and Action Plans (CAPs). The CAPs are a tool to assist the countries in making the work of their constituency as effective and efficient as possible. The CAPs are structured as a work plan for the constituencies that identify activities, indicators, expected results, timeframe, and organization or person responsible. The purpose of the CAPs is mainly twofold: 1) to focus on the governance needs of constituencies (coordination, communication and consultation); and 2) to support the needs of DCP constituencies in the area of capacity development and knowledge exchange, also with the aim of promoting increased South-South learning. The CAPs therefore have strategic value in furthering the functioning of the Partnership by helping to match the needs of the DCP constituencies with the skills, resources and technical knowledge available from within the broader Partnership. The Secretariat will coordinate the implementation of the CAPs.

4.6 Following the DCP constituency meeting in December 2014, the Africa constituencies requested technical and financial assistance to finalize their CAPs. In response to the request, the

<sup>1</sup> For the NFM and ESP discussions, an additional person was invited from each country using supplementary budget from the Country Support Team (CST) for cost savings.

German BACKUP Initiative – Education in Africa hired a consultant who worked directly with the Africa 1, 2, and 3 constituencies to finalize the Africa CAP.

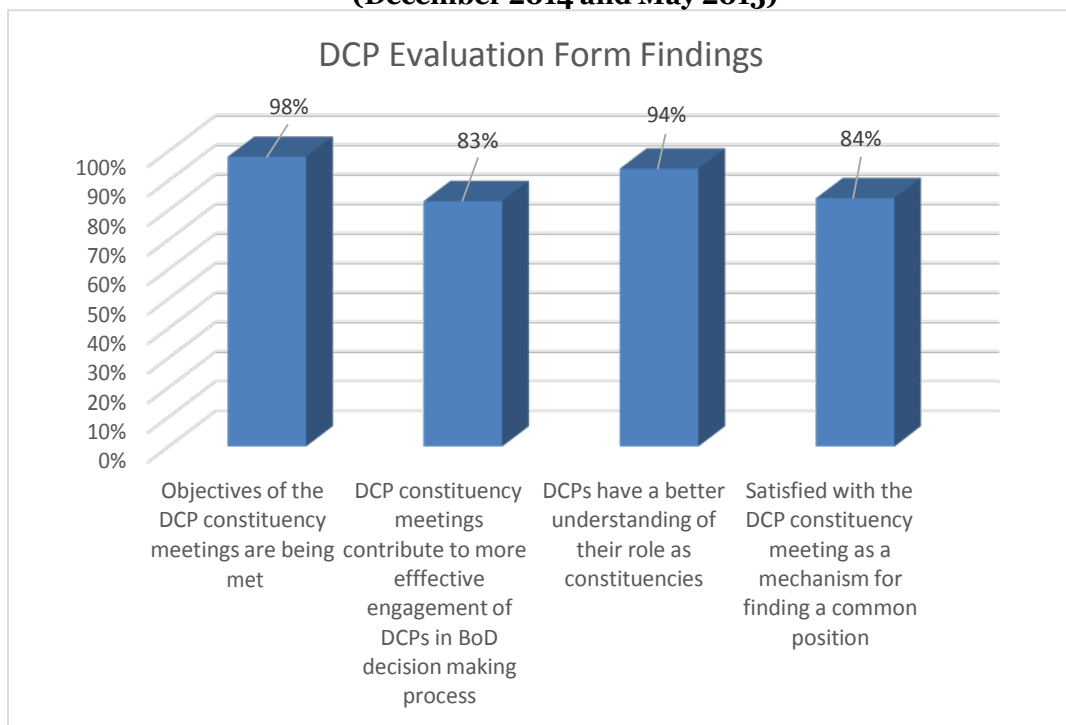
4.7 Although the CAPs were initially developed separately by the Africa and RoW constituencies, given the commonality of needs identified, they have since been rolled into one global CAP. The draft global CAP, a brief summary of which is found in Annex 2, builds on the work of the African constituencies by incorporating the work developed by the Rest of the World constituencies. The global CAP will be finalized in December 2015. The Secretariat would like to thank the Back-Up Initiative for all of its support with this work.

**Value of DCP Constituency Meetings**

4.8 As can be seen in Graph 1 below, the responses received from the evaluation forms following the December 2014 and May 2015 pre-Board DCP constituency meetings confirmed that the meeting objectives were met and that the meetings were contributing to more effective DCP engagement in Board decision making. The results also indicated that the DCPs had a better understanding of their role as constituency members, and that they were satisfied with the pre-Board DCP constituency meetings as a mechanism for finding a common position.

**Graph 1. DCP Constituency Meeting Evaluation Form Results**

**(December 2014 and May 2015)**



4.9 In addition, qualitative written feedback received from the DCP Focal Points through the meeting evaluation forms highlighted improvements in the following key areas as a result of the DCP constituency meetings:

- **Governance:** influencing discussions at the Board and empowering DCP Board members to speak with the weight of their constituency and fellow constituencies behind them – legitimizing their interventions
- **Communication:** improving inter- and intra-constituency dialogue as well as communication with the Secretariat and the Partnership overall
- **Brokering Knowledge:** promoting peer-to-peer learning, South-South knowledge exchange, experience sharing and understanding of country-level education sector reform and GPE processes
- **Mutual Accountability:** bonding DCP constituency members together, fostering mutual accountability, respect and trust
- **Collaborative Development:** creating a platform that brings partners and countries together to advance progress in technical areas

4.10 In addition to the areas mentioned above and overall improvements in DCP constituency engagement, consensus-building and decision-making, the recommendations coming out of the pre-Board DCP constituency meetings have resulted in benefits across all constituencies as well. For example, following recommendations made at the DCP constituency meeting in May 2015, and presented by the DCP Board members at the May 2015 Board meeting, the Secretariat committed to circulating Board documents three weeks in advance, and to translating key documents into Spanish.

4.11 The value of pre-Board DCP constituency meetings has also been referenced by the recent Governance Review by the Governance, Ethics, Risk and Finance Committee (GERF) and by the Independent Interim Evaluation of the Global Partnership for Education. Survey feedback received from the Governance Review noted that DCP constituency meetings helped foster improvement in communication between DCPs and that this resulted in an improvement in conveying the developing countries' viewpoint. The Independent Interim Evaluation found that the “new constituency-based composition of the Board better reflects the diversity of GPE partners and DCP representatives have become increasingly active and influential as Board members and on the four Board Committees in which their representation is equal to that of donor constituencies. The introduction of pre-Board DCP constituency meetings has been instrumental in this regard, by allowing constituency members to get together and develop agreed upon positions and questions to be brought to the Board.” The evaluation also stated that the “stronger engagement of DCPs was noted by 13 of 18 consulted Board members from all constituencies. In the survey of global partners, 77% either somewhat or fully

agreed that both partner representation and participation in GPE governance and decision-making had increased since 2010.”

4.12 Nonetheless, both the Independent Evaluation and the GEF governance review point to the need for continuing to support the DCP constituencies to build on and consolidate current gains. This is necessary to further strengthen the capacity and the status of DCPs to ensure their effective participation in Board discussions and decisions. There is also a clear demand from DCPs to continue utilizing the meetings as a knowledge exchange and experience sharing platform for South-South learning. While this is acknowledged as an important by-product of the meetings, the whole question of knowledge exchange and South-South learning will be addressed by the Strategy and Policy Committee in the context of implementing the new GPE Strategic Plan (2016-2020). This paper and its recommendations do not focus on the question of knowledge exchange.

**Additional Secretariat Support to DCPs**

4.13 Complementary to the constituency meetings, the Secretariat has also been providing support to DCP constituencies in the form of tools and products to strengthen their collaboration, knowledge exchange and to promote increased DCP engagement at the global level. Within the Partnerships and External Relations Team, the DCP Team provides DCP constituencies with a dedicated support mechanism and serves as a point of contact in the Secretariat on constituency-related matters at the global level. Some examples of the support provided can be found in Table 3 below. Focusing on global and constituency support, the DCP team works closely with the Country Support Team and the Strategy, Policy and Performance Team in the Secretariat to promote coherence between country support, thematic work and constituency support. Representatives of all teams attend the constituency meetings as resources.

**Table 3. GPE Secretariat Support to DCP Constituencies**

<b>Tools and Products</b>	<b>Type of Support to DCP Constituencies</b>
<b>Nomination of Minister-appointed DCP Focal Points</b>	DCP Focal Points are nominated by their Ministers to serve as the primary contact with the GPE Secretariat on constituency-related matters at the global level. To ensure that DCP Focal Points are able to effectively perform their role and participate in constituency meetings and other partnership activities, the following tools have been created: <ul style="list-style-type: none"> <li>- <b>Terms of Reference:</b> Describe the DCP Focal Point’s roles and responsibilities</li> <li>- <b>Description of DCP Constituency Meetings:</b> Outlines the purpose and objectives of the meetings as well as how they are organized</li> </ul>
<b>Summaries of Board papers</b>	Provide a concise summary of the Board papers that allow easier comprehension and facilitate consultation and decision-making
<b>Briefing package</b>	Serves as a resource guide for the meetings that includes summaries of Board papers and meeting logistics

<b>Tools and Products</b>	<b>Type of Support to DCP Constituencies</b>
<b>Monthly DCP Update</b>	Monthly update is circulated to the DCP Focal Points to inform them of the activities occurring within the Partnership and to facilitate dialogue and knowledge exchange between the Secretariat and the DCPs

4.14 Overall the pre-Board DCP constituency meetings, combined with the tools and products referenced above, have strengthened the Partnership’s ability to engage and dialogue with partner countries at the global level. This package of support is not dissimilar to that of comparative organizations, such as GAVI and the Global Fund, which provide technical support to DCP representatives for Board meeting preparation.

## **5. EXPENDITURE AND OPTIONS FOR MINIMIZING COST**

### ***DCP Constituency Meeting Expenditure Reports, December 2014 and May 2015***

5.1 As noted in paragraph 2.1, the Board agreed to allocate no more than US\$700,000 to the Secretariat from the GPE Fund to include all event planning, meeting logistics and travel arrangements for meeting participants, in order to organize two sets of constituency meetings, while making every effort to lower costs. Table 4 below shows the details of the expenditures for the pre-Board DCP constituency meetings in December 2014 as compared to the estimated budget that was presented to the Board in the original funding request in June 2014.

**Table 4. DCP Constituency Meeting Expenditure Report (December 2014)**

<b>DCP Constituency Meeting Expenditures (US\$)</b>	<b>December 2014</b>			
	<b>Estimated Budget</b>	<b>Expenditure</b>	<b>Variance</b>	<b>% (Exp.)</b>
Air Travel, Transportation, & Visa Fees	126,400.00	105,854.45	20,545.55	83.75
Accommodation, Per diem, Meeting Venue & Catering	132,074.00	79,442.31	52,631.69	60.15
Consultancy External meeting facilitators Interpretation & Translation Services Simultaneous interpretation in English and French for Africa and English, French, Spanish, Russian and Arabic for RoW	60,000.00	112,765.82	-52,765.82	187.94
Miscellaneous (telephone costs)	15,923.50	60.00	15,863.50	0.38
<b>Total</b>	<b>334,397.50</b>	<b>298,122.58</b>	<b>36,274.92</b>	<b>89.15</b>

5.2 The higher expenditure for “consultancy, interpretation & translation services” was due to the cost of providing simultaneous interpretation for the RoW constituency meeting in five languages, which allowed participants to consult and interact more effectively. Participants appreciated the opportunity to dialogue in their national languages and requested that such interpretation continue in future meetings.



5.3 Table 5 below shows the details of the expenditures for the pre-Board DCP constituency meetings in May 2015 as compared to the estimated budget that was presented to the Board in the original funding request.

**Table 5. DCP Constituency Meeting Expenditure Report (May 2015)**

DCP Constituency Meeting Expenditures (US\$)	May 2015			
	Estimated Budget	Expenditure	Variance	% (Exp.)
Air Travel, Transportation, & Visa Fees	126,400.00	74,616.30	51,783.70	59.03
Accommodation, Per Diem, Meeting Venue & Catering	132,074.00	156,222.40	-24,148.40	118.28
Interpretation & Translation Services Simultaneous interpretation in English, French, Spanish, Russian and Arabic	60,000.00	83,165.27	-23,165.27	138.61
Miscellaneous (telephone costs)	15,923.50	46.51	15,876.99	0.29
<b>Total</b>	<b>334,397.50</b>	<b>314,050.48</b>	<b>20,347.02</b>	<b>93.92</b>

5.4 In an effort to reduce costs for the second set of constituency meetings in May 2015, external meeting facilitators were not hired and the facilitation was conducted by the Secretariat.

5.5 Accordingly, of the US\$700,000 approved by the Board for these activities, US\$612,173.06 was spent to organize two sets of pre-Board DCP constituency meetings in December 2014 and May 2015 for the six DCP constituencies of the Global Partnership. The unspent balance was returned to the GPE Fund.

***DCP Constituency Meeting Expenditure Reports, October 2015 and December 2015***

5.6 As noted in paragraph 3.2, in May 2015 the GPE Board of Directors approved, as part of the core 12-month budget of the Secretariat, the supplemental amount of US\$350,000 for pre-Board DCP constituency meetings through December 2015.

5.7 A mini pre-Board DCP constituency meeting was held on October 13, 2015 in Washington, D.C., in advance of the Board Retreat, where 12 DCP Focal Points whose countries are represented on the Board were invited to attend as representatives of their constituencies. Table 6 below shows the estimated costs for the mini pre-Board DCP constituency meeting (pending final accounting).

**Table 6. DCP Constituency Meeting Estimated Costs (October 2015)**

Mini-DCP Constituency Meetings - Estimated Budget (US\$)	October 2015		
	# of DCP FPs	Total	%
Air Travel, Transportation, & Visa Fees	12	22,800.00	65%
Accommodation, Per Diem, Meeting Venue & Catering	12	8,385.00	24%

Interpretation & Translation Services	12	3,900.00	11%
<b>Total</b>		<b>35,085.00</b>	<b>100%</b>

5.8 A pre-Board DCP constituency meeting was scheduled for December 2–4, 2015 in Kampala, Uganda where all DCP Focal Points from the six DCP constituencies of the Global Partnership, for the first time, were invited to participate in one combined global meeting. Table 7 below shows the estimated costs for the global pre-Board DCP constituency meeting.

**Table 7. DCP Constituency Meeting Estimated Costs (December 2015)**

DCP Constituency Meetings - Estimated budget (US\$)	December 2015		
	# of DCP FPs	Total	%
Air Travel, Transportation, & Visa Fees	65	185,400.00	58%
Accommodation, Per Diem, Meeting Venue & Catering	65	86,904.00	27%
Interpretation & Translation Services	65	45,750.00	14%
<b>Total</b>		<b>318,054.00</b>	<b>100%</b>

5.9 The organization costs of both the mini pre-Board DCP constituency meeting in October 2015 and the global pre-Board DCP constituency meeting in December 2015 will be covered by the supplemental budget of US\$350,000.00. The actual expenditure reports for both meetings will be presented to the Board of Directors at its meeting in June 2016.

***Support from German BACKUP Initiative – Education in Africa***

5.10 In addition to the US\$700,000 approved by the Board for the December 2014 and May 2015 DCP constituency meetings, the German BACKUP Initiative – Education in Africa agreed to reimburse the Global Partnership the sum of US\$50,000 for certain expenditures related to the December 2014 DCP constituency meeting for the Africa 1, 2, and 3 constituencies, as follows:

- Hotel accommodation for the 35 DCP Focal Points (US\$ 17,880)
- Facilitator's fee (US\$ 16,875)
- Part of the airfare for the 35 DCP FPs (US\$15,245)

***Options for Minimizing Cost***

5.11 While approving the constituency support proposal in June 2014, the Board of Directors also requested the Secretariat “to make every effort to reduce costs.” The Secretariat has since explored a number of options to promote efficiency gains and reduce transaction costs. The various lessons learned after each constituency meeting by the Secretariat, as well as the results of each set of the

evaluation forms administered to participants at the end of each constituency meeting, have been very instructive in informing efforts to reduce costs. The options that have been explored to minimize cost, include the following:

- **Cost sharing with the host country:** including paying for transportation to/from the airport, reducing the cost of entry visas, financing a reception/dinner.
- **Identifying flexible funding measures:** including working with Partners to reduce costs through targeted/restricted funding. The Secretariat is currently discussing this option with donors who are particularly interested in supporting strengthened engagement with GPE DCPs.
- **Combining constituency groups:** rather than holding separate constituency meetings for each of the six DCP constituencies:
  - **Africa 1, 2, and 3 constituencies:** met as a combined Africa constituency (Rwanda 2014 and Senegal 2015).
  - **Asia and the Pacific; Eastern Europe, Middle East and Central Asia, and Latin America and the Caribbean:** met as a combined RoW constituency (Washington, D.C. in 2014 and Dubai in 2015). An important by-product of these cost-saving efforts has been greater inter-regional dialogue and exchange among the Africa and RoW constituencies, respectively.
- **One global constituency meeting:** Feedback received from the DCP Focal Points included a request to hold a joint constituency meeting, bringing together all six DCP constituencies for one combined global meeting, with the aim of deepening cross regional dialogue and exchange. One joint meeting also facilitates further efficiency gains and reduces transaction costs. This approach is likely to be maintained should further funding be approved.

6. **PLEASE CONTACT:** Charles Tapp ([ctapp@globalpartnership.org](mailto:ctapp@globalpartnership.org)) or Michelle Mesen ([mmesen@globalpartnership.org](mailto:mmesen@globalpartnership.org)) for further information.

## 7. ANNEXES AND ADDITIONAL INFORMATION

Annex 1 - Sample DCP Constituency Meeting Outcome Report, Dakar May 2015

Annex 2: Brief Summary of Draft Global Communication and Action Plan

## Annex 1: Sample DCP Constituency Meeting Outcome Report, Dakar May 2015



### Pre-Board DCP Constituency Meeting For Africa 1, 2 and 3 Constituencies

May 12-16, 2015

Dakar, Senegal

## OUTCOME REPORT

### 1. INTRODUCTION

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- 1.1 On May 12-16, 2015 Africa 1, 2 and 3 constituencies of the Global Partnership for Education met in Dakar, Senegal, to prepare for the meeting of GPE's Board of Directors on May 22–23, 2015 in Seoul, Republic of Korea. The meeting was organized and financed by the Global Partnership for Education Secretariat. This was based on an approved financial allocation from the GPE Board of Directors at their face-to-face meeting in Brussels, Belgium, in June 2014, based on a joint proposal by the developing country partner (DCP) constituencies to organize face-to-face pre-Board DCP constituency meetings for the six DCP constituencies (Africa 1, 2 and 3; Asia and the Pacific; Eastern Europe, Middle East and Central Asia (EEMECA); and Latin America and the Caribbean). Generous support was also provided by the German BACKUP Initiative – Education in Africa.
- 1.2 The DCP Focal Points from the Ministries of Education from each of GPE's partner countries were invited to attend. Additional technical officials from the Ministries (Directors of Planning) were also invited to attend the sessions on Education Sector Plan and GPE's new Strategic Plan. A total number of 54 participants from 37 of GPE's partner countries were present (37 DCP Focal Points + 17 Directors of Planning/technical officials). See Annex 1 for the participants list.
- 1.3 The overall objective of the pre-Board DCP constituency meetings is to improve consultation, communication and coordination within and between the constituencies, in order to strengthen their operations, enable the presentation of a more inclusive DCP position at Board meetings, and improve constituency engagement with GPE governance processes and the work of the partnership as a whole. The meeting was conducted over five (5) days, with two days dedicated to technical discussions on Education Sector Plans (ESPs), while the last three days focused on the development of the new Strategic Plan, a study tour (school visit) and recommended decision language for the meeting of the GPE Board of Directors. See Annex 3 for the agenda of the meeting.
- 1.4 The specific objectives of the technical days were the following:
  - Help developing country partners better understand and meet GPE's funding model requirement for credible Education Sector Plans

- Identify ways to improve:
  - ESP development
  - monitoring of ESP implementation
  - the quality of the Secretariat's country-level support
- Facilitate dialogue among leaders in GPE's developing country partners

1.5 The expected results from the sessions included:

- Better understanding of GPE's funding model requirement for credible Education Sector Plans
- Identification of good practices for facing major challenges in building, implementing and monitoring credible ESPs
- Recommendations for improved technical assistance during ESP preparation and quality assurance during plan implementation
- Increased exchange and dialogue among GPE's developing partner countries about key practical issues

## 2. WELCOME AND INTRODUCTIONS

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2.1 Welcome remarks were delivered by Ms. Laylee Moshiria of UNICEF (lead coordinating agency in Senegal). She wished the meeting success with fruitful deliberations. This was followed by welcome remarks from H.E Mr. Serigne Mbaye Thiam, Minister of Education from Senegal. He began by highlighting the impact of GPE in Senegal, with two grants having helped to achieve the country's education objectives of equity, learning (prioritizing literacy, mathematics and science) as well as decentralization.

2.2 Mr. Hugues Moussy, Senior Education Specialist, provided an overview of the agenda, highlighting the link between GPE's Funding Model and the need for countries to develop credible Education Sector Plans. He underscored the importance of the development of the new Strategic Plan and governance issues as critical opportunities for constituencies to be consulted and formulate positions on the recommended Board decision language.

## 3. DAY 1 AND 2: EDUCATION SECTOR PLANS

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3.1 The two day technical sessions covered the following issues:

- Presentation from the German BACKUP Initiative - Education in Africa providing an overview of their recent developments
- Participatory preparation of evidence-based ESPs with solid financial frameworks
- Effective ESP implementation monitoring with Local Education Groups (LEGs) and Joint Sector Reviews (JSRs)
- Addressing equity, quality and efficiency in programs, strategies and operational plans
- Improving technical support for ESP preparation and quality assurance
- Country case studies

## 4. DAY 3: STRATEGIC PLAN DEVELOPMENT

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4.1 Mr. Jean-Marc Bernard, and Ms. Victoria Egbetayo, Partnership Specialist, presented on the development of the next Strategic Plan for the Global partnership. The presentation by Jean-Marc Bernard focused on two main areas: Strengthening GPE's Country Level Operational Platform (Workstream 1) and outlining the Vision, Mission, Principles, Goals and Objectives (Workstream 2). While the presentation by Victoria Egbetayo focused on the consultation process to develop the new Strategic Plan. The Secretariat also presented two partnership initiatives that are relevant to the new strategic plan: Global Humanitarian Education Platform and Assessment for Learning (A4L)

4.2 During the discussion the following issues, points of clarification and recommendations were raised:

### *Workstream 1*

- Questions raised concerning the expected results to be achieved from the Strategic Plan.
- Question whether countries will be able to manage grants directly without recourse to SE and MEs.
- Calls for Secretariat to be more engaged in whether SEs and MEs are working well and helping countries find a solution.
- **Secretariat Response:** On the issue of SEs and MEs, the Secretariat recognizes this is an area of concern for countries and, as such, this is a focus of WS1. It is necessary to assess the capacity of SEs and MEs and to find a way of using SEs and MEs in contexts that require them but also encouraging partners to increasingly align with country systems. Concerns with SEs and MEs should also be directed to Country Leads.

### *Workstream 2*

- Clarification sought on the finalization of the Concept Note for consultation and whether the Board will listen to the perspectives and voices of partner countries that come through the consultation.
- Question concerning Goal 2 (Quality Teaching and Learning) – why have standards measured by national standards only?
- Hope expressed that the new Strategic Plan would help put greater pressure on governments to invest more domestic resources in education.
- **Secretariat Response:** Regarding the voice of partner countries in the consultation process and Board deliberations, the Secretariat noted that consultation with partner countries is front and center of the consultation process. Further, the country voice will come through via an online survey that will be sent to DCP Focal Points. Coordinating Agencies will also be encouraged to complete the survey, in consultation with the Local Education Group. The Secretariat encouraged countries to invest their time to give feedback as it is an opportunity to say what their needs are, identify areas for strengthening and contribute to the design of

the new Strategic Plan. Concerning Goal 2, the Secretariat noted that the language was consistent with the Muscat Agreement. On the issue of standards, whether the standards are national or international, the selection is done by countries. Concerning the issue of financing, this cuts across what is meant by 'credible plan' – Secretariat highlighted that there are external and domestic levers in the Partnership; one includes the grants, and the other is increased domestic funding commitments as a criteria for accessing funding. GPE's Funding Model contains elements that facilitate this discussion. Most GPE countries have increased domestic spending to education, but not all. A participatory approach to this issue is important.

### ***Learning Assessments Platform (LAP) and Platform for Education in Conflict and Crisis***

4.3 Participants welcomed the two initiatives and underscored that learning assessments and measuring learning are areas countries have typically struggled with. It was noted that the initiative will help countries improve the level of learning of their children and put a system in place to help monitor learning and improve quality. Suggestion that the initiative also needs to reach teachers to help ensure its full implementation. The LAP also needs to identify factors that lead to poor learning in schools. The Secretariat noted that the answer to the latter was context specific, the approach proposed by the LAP is diagnostic (looking at the strengths and weaknesses of a system and proposing a strategy). Participants noted that the LAP could be useful for helping regions develop a common assessment tool to be able to compare countries within the same region or sub-region.

4.4 On the humanitarian platform it was suggested that partner countries should be part and parcel of the process of its development. The approach should look beyond the effects of humanitarian crisis to also analyze the root causes of crisis and instability and engage with those root causes – political and governance challenges.

## **5. DAY 4: STUDY TOUR (SCHOOL VISIT) AND GPE POLICIES, COMMITTEES AND BOARD DECISIONS**

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### ***Study tour (School Visit)***

5.1 The morning session was dedicated to a study tour (school visit) to Lycée des jeunes filles J.F. Kennedy – commonly called "Lycée Kennedy", one of the oldest girl's school in Dakar, built in 1965. Participants were taken on a tour of the school grounds by the school administration, including the school Director and a number of teaching staff. The school was in session so girls could be seen engaging in their daily lessons such as economics, geography, sciences and physical education. The pupil to teacher ratio is 2900 girls to 160 teachers. Participants had the opportunity to ask questions of the teaching staff. Back in plenary, Mr. Djibril Ndiaye Diouf, of the Ministry of Education in Senegal and DCP Focal Point, answered questions from participants regarding the school and the education system in Senegal. Questions concerned:

- Does the school provide extracurricular activities tailored to girls to promote girls education?

- As a prestigious school, does Lycée Kennedy use the same curriculum as other state schools?
- Why does the school have more male versus female teachers?
- Does Senegal have specific interventions and programs that support girl's education?
- Has the abolition of the boarding system in Senegal had an impact on girl's retention?

### *GPE Policies, Committees and Board Decisions*

5.2 Ms. Christine Guetin, Board Operations Officer, presented on GPE's policies, Committees and the Board decisions that would be discussed at the upcoming Board of Directors meeting in Seoul.

5.3 During the discussion the following issues, points of clarification and recommendations were raised:

- Concern that there appears to duplication in the use of people on the Board and on the Committees given the heavy workload involved and their country responsibilities.
- Concern that the pace of reforms in the Global Partnership is too fast, needs to be slowed down to allow countries to catch-up and allow the Partnership to take stock of what is working well and what is not.
- Request for clarity on the profile of Committee members.
- On the Risk Management Policy, clarity sought on the level at which partner countries are implicated in managing and monitoring the risk so they can intervene and take action and the degree to which the Country Leads are engaging in dialogue on the Risk Policy at a country level.
- Given the workload involved in Committees, if Ministers cannot participate to Committee calls, DCP Focal Points should be allowed to stand in for their Ministers.
- **Secretariat Response:** Agreed the pace of reform needs to slow down. Concerning the governance workload on Board and Committee members, the Secretariat recognizes the importance of having the voice of partners countries contribute to driving the partnership, but agrees a balance needs to be found on the workload given country responsibilities. Secretariat clarified the profile of Committee members – that it is a 2 year term, and that Terms of Reference are available. Current terms will expire at the end of 2015, at which time new nominations will be sought. The Secretariat encouraged partner countries to nominate new candidates. Regarding country knowledge and awareness of the Risk Policy, the Secretariat noted the comments and stressed that work will continue to embed the policy at the country level beginning with the constituency meetings and going beyond.

## **6. DAY 4: COMMUNICATION AND ACTION PLANS (CAPs)**

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6.1 Mr. Herbert Bergmann, consultant hired by German BACKUP Initiative – Education in Africa, presented on the evolution and next steps related to Africa 1, 2 and 3's Communication and Action Plans (CAPs).



- 6.2 The participants expressed their overall support for the continued effort made by the German BACKUP Initiative – Education in Africa and the GPE Secretariat to refine the CAPs into a workable document. On the governance side, participants commended the Secretariat for putting in place elements to improve communication and information flow to DCP Focal Points and strengthening the DCP voice in governance processes. They noted that for future constituency meetings, countries should have the opportunity to make suggestions regarding the agenda items to be included.
- 6.3 The participants recommended that the link between Board Communications Focal Points and DCP Focal Points be strengthened, particularly regarding consultation and coordination on Committee papers.

## **7. CONSTITUENCY PRESENTATIONS – SUMMARY**

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- 7.1 An overall summary of the outcomes of the constituency breakout sessions on Workstreams 1 and 2, the recommended Board decision language and the CAPs is contained in Annex 2.

## **8. CONCLUSION AND WRAP UP**

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- 8.1 Charles Tapp delivered short closing remarks. He noted the constituency meetings now go beyond Board related issues to more technical and strategic areas of exchange. With the transformation from the Fast Track Initiative to the Global Partnership, the meetings also serve to build the knowledge of country participants about GPE and, as such, are designed to be highly informative. He acknowledged the intense and rigorous five day agenda and congratulated participants for staying the course, the productive and rich debates that were had and the quality of the deliberations.
- 8.2 He underscored that the work of the DCP Focal Points on the governance decisions and the Strategic Plan was critical and hoped that the meetings provided a better understanding of the role of DCP focal points in the area of governance and strategy. He emphasized that the Global Partnership is not an entity somewhere out there or in Washington, DC, rather, it is in every partner country and every Ministry of Education.
- 8.3 Lastly, Mr. Daniel Nkaada, GPE DCP Focal Point for Uganda and Board member for the Africa 1 constituency, delivered final closing remarks. He thanked participants for their diligence towards the issues on the agenda and thanked the entire Secretariat for putting the meetings together.

## **9. VENUE OF THE NEXT MEETING**

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- 9.1 Participants confirmed their choice for the next meeting to take place in Uganda, based on the principle of rotation agreed between the three constituencies.

## Annex 2: Outcome Summary of Constituency Presentations - Workstreams 1 and 2, Board decisions and CAPs

### ITEM

### AFRICA 1, 2 AND 3 CONSTITUENCIES

**STRATEGIC PLAN** Overall satisfaction with the direction of the current thinking for the new Strategic Plan. Desire for continued and robust DCP consultation and engagement moving forward. Workstream 1 was seen as highly relevant to the partner countries. Strong support for assessment agenda, knowledge sharing and better South-South exchange and communication. All of this and the technical work seen as good, provided it can be financed separately to the core fund for countries. Countries desire more Technical Assistance from the Secretariat. Strong support for the humanitarian platform, provided not taking money from the core fund. The following recommendations and observations were made:

#### Workstream 1

- **Opportunity 1** – Add additional activities:
  - Capacity building for successful project management and sustainability
  - Capacity in planning process and implementation, M&E
  - Cooperation exchange of knowledge between member states
  - Provision of customized capacity building training programs in education sector planning and processes using existing structures of IIEP, etc.
  - An inclusive sector policy dialogue to include all relevant stakeholders with cross cutting issues (e.g. school health and nutrition)
- **Opportunity 2** – Add additional activity:
  - Governments to produce routine information and data about the functioning and achievements of the educational system
- **Opportunity 3** – Concern expressed with some SEs/MEs. Recommend:
  - A framework agreement between SE/ME, GPE Secretariat and government
- **Opportunity 4**
  - Delete: “Scale up” replace with strengthen, insert “mechanisms” after evaluation
  - The language used by the GPE is so complex. Simplify it so that individuals can understand it.
- **Opportunity 6** – There should be separate and flexible funding for targeted critical areas/regions. Some constituencies struggled with the language. Need for simplification.
- **Additional comments:**
  - A more robust monitoring framework is needed defining the expected roles of DCPs, Supervising Entities and Coordinating Agencies.
  - Support in the development of national/external system of learning assessment. So that while there are specific country and national assessments, there is a need for external ways of assessing children and facilitating regional comparisons.
  - Greater harmonization of sector external assistance in the collection and management of data (reduce duplication by donors). There is a multiplicity of support from developing partners in the area of data. Need a way of harmonizing support to DCPs in the area of data management.
    - Definition of conflict affected and fragile states should extend to the nations where there is spill over (refugees from other countries because it affects their system and their economy). Widen the definition of conflict affected.
    - Promote the cross fertilization of ideas (knowledge sharing) among constituents during the individual partner Joint Sector Reviews. Some countries have been able to visit other countries during the JSR and such opportunities should be promoted in facilitating South-South exchange and learning.
    - The term "independent technical review" may imply a lack of confidence vis-à-vis the responsibility of States – reformulate to include “under the control of national sovereignty”.

#### Workstream 2

- There is a disconnect between the Vision and the Mission. Align the Vision to the Mission of “education for all”.
- Reformulate Vision to read “...and make a useful contribution to the development of their society”.
- Avoid narrowing the Vision in the Goals – align Goals to Vision by including reference to non-formal education and adult education (literacy, second chance learning,

ITEM	AFRICA 1, 2 AND 3 CONSTITUENCIES
	<p>traditional apprenticeships in workshops, etc.)</p> <ul style="list-style-type: none"> <li>▪ The Mission should focus on “efficiency” as well as “effectiveness” of education systems.</li> <li>▪ Delete “aid” and replace with “support” in the spirit of Partnership and “development effectiveness”.</li> <li>▪ Constituencies would like to see school health and nutrition factored into the Partnership.</li> </ul>
<b>BOARD DECISIONS</b>	<p>Overall constituencies were satisfied with the Board decisions. However, there is some concern about the wording and opaqueness therein. This suggests that Secretariat needs to do more to make the decisions simple to understand given the diversity of the constituencies and the Board of Directors.</p> <ul style="list-style-type: none"> <li>▪ <b>BOD/2015/05-XX — December 15-16, 2014 Board Meeting Report</b> – overall approval</li> <li>▪ <b>BOD/2015/05-XX—Strengthening GPE’s Country Level Operational Platform (“Workstream 1”)</b> – overall approval with the recommendation that in all of the opportunities outlined in the Operational Platform, strengthening government systems for sustainability should be emphasized. Greater emphasis needed on capacity building of human resources and capacity development in countries for the proper management of the education system, sector analysis and evaluation of data. Expand the definition of conflict affected to include neighboring countries within the same region affected by refugees which brings new challenges in the management of national education systems (e.g. Kenya’s border with Somalia, Uganda’s border with DRC and Sudan – these are countries affected indirectly by conflicts within the region).</li> <li>▪ <b>BOD/2015/05-XX—Approval of Maximum Country Allocations</b> - Africa 3 was the only constituency not in agreement with the GERF proposal. Africa 3 recommended the application of a pro-rata approach on the losses and gains where necessary. The efficiency gains should be leveraged on current countries who are affected by the foreign exchange fluctuations (i.e. where countries are set to lose from the fluctuations they should be called back for a top up when the currency situation improves). Africa 1 and 2 supported the GERF recommendation, however, there should be some exceptions for countries defined as fragile and conflict affected and countries affected by severe currency fluctuations – these issues should be taken into account before disbursement by the Global Partnership. Constituencies also expressed concern that donors may not be doing enough on the financing side and also worried about donor behavior at a country level, lack of alignment with country systems.</li> <li>▪ <b>GERF/CGPC Joint Recommended Decision (Option 1 or 2) BOD/2015/05-XX— Streamline Grants Decision-Making Process</b> – Africa 2 was the only constituency of all 6 constituencies to choose Option 2. Africa 2 also proposed that decisions regarding the financing of GPE Secretariat should be delegated to the CGPC. Option 1 supported by Africa 1 and 3.</li> <li>▪ <b>BOD/2015/05-XX - Approval of Allocations for Education Sector Program Implementation Grants</b> - overall approval</li> <li>▪ <b>BOD/2015/05-XX—Proposed Revision to Zambia Education Sector Program Implementation Grant</b> – overall countries felt that the requirements and contractual clauses of the Global Partnership should be respected and that the Partnership needs to be careful not to set precedents. Although the Zambia decision was supported, the Global Partnership should not be too lax. Constituencies should have had an earlier opportunity to be consulted on this decision during the Committee phase, in which case the decision language may have been different.</li> <li>▪ <b>BOD/2015/05-XX – in reference to BOD/2013/02-02 and BOD/2013/07-01 – Approval of Funding of GRA Concept Notes</b> - overall approval.</li> <li>▪ <b>BOD/2015/05-XX – in reference to BOD/2012/05-01 -- Policy on Time Frames and Revisions</b> – overall approval.</li> <li>▪ <b>BOD/2015/05-XX—Strategic Plan Concept Note for the 2016-2020 Period and Consultation Plan (“Workstream 2”)</b> - overall approval with the recommendation from Africa 2 that the Mission focus on “efficiency” as well as “effectiveness” of education systems. Africa 1 recommended aligning the “Vision” (which refers to children and youth) with the Mission (which refers to education for all). The Global Partnership needs to decide whether it is “education for all” or “education for children and youth”. The Africa constituencies supported “education for all” which takes into consideration second chance education and skills as well as adult literacy. In the principles, bullet ‘e’, it was suggested to delete “aid” and replace it with “support”. The word aid connotes old development paradigms and donor-recipient relationship and does not speak to partnership and “development effectiveness”, which is what the Global Partnership for Education is about.</li> <li>▪ <b>BOD/2015/05-XX—Civil Society Education Fund 2016–2018</b> - overall approval.</li> <li>▪ <b>BOD/2015/05-XX—Secretariat Work Plan and Budget: July 2015-June 2016</b> - overall approval with the recommendation that the pre-board DCP constituency meetings be integrated within the Secretariat budget on a 12 month cycle.</li> </ul>
<b>COMMUNICATION AND ACTION</b>	Emphasis on strengthening communication and consultation on the governance side:

ITEM	AFRICA 1, 2 AND 3 CONSTITUENCIES
PLANS	<ul style="list-style-type: none"> <li>▪ Strengthen links and communication between Board Communications Focal Points and DCP Focal Points</li> <li>▪ Need for constituency consultations on Committee papers</li> <li>▪ Strengthen countries institutional understanding of GPE, particularly for DCP Focal Point handovers</li> <li>▪ Support the financing of DCP advisors to the Board meetings (some of whom also are DCP Focal Points or Communications Focal Points)</li> <li>▪ Request Board documents to be circulated earlier with adequate spacing between circulation of Board documents, Pre-Board DCP constituency meetings and the Board of Directors meeting</li> <li>▪ Invite Board Communications Focal Points to the pre-Board DCP constituency meetings</li> <li>▪ Would like more GPE facilitated opportunities for cross-country learning beyond constituency meetings</li> </ul>



**Meeting of the GPE Africa Constituencies  
Dakar, Senegal, May 12-16, 2015**

**Tuesday, May 12  
CST Meeting Agenda – Education Sector Plans  
Venue: Radisson Blu Hotel**

<b>Time</b>	<b>Session</b>	<b>Presenter</b>	<b>Room</b>
08h15-08h30 (15 minutes)	<b>Registration</b>		Entrance of Conference room
08h30-08h45 (15 minutes)	<b>Opening – Minister of National Education</b>	<b>Hon. Serigne Mbaye Thiam</b>	
08h30-09h00 (15 minutes)	<b>Welcome and Introduction</b> <ul style="list-style-type: none"> <li>➤ Welcome</li> <li>➤ Presentation of participants</li> <li>➤ Program overview</li> <li>➤ Objectives/Expected workshop outcomes</li> <li>➤ New Funding Model</li> </ul>	<b>Hugues Moussy</b>  <b>Serge Peano</b>	
09h00-10h00 (1 hour)	<b>German BACKUP Presentation</b>	<b>Ronja Hoelzer</b>	
10h00-10h30 (30 minutes)	<b>Coffee break</b>		
10h30 – 11h30 (1 hour)	<b>Presentation: GPE/IIEP Guidelines for Education Sector Plan Preparation</b> <ul style="list-style-type: none"> <li>➤ Overview/Recent Updates</li> </ul>	<b>Raphaelle Martinez</b>	

11h30 – 13h00 (1 hour 30 minutes)	<p><b>Country Case Studies:</b> Challenges &amp; successes in the process for preparing a credible ESP</p> <ul style="list-style-type: none"> <li>➤ Participatory process</li> <li>➤ Building an evidenced-based sector plan</li> <li>➤ Costing a plan and devising a financial framework</li> </ul>	<p><b>Liberia</b> <b>Cameroon/Nigeria</b> <b>Guinea Bissau</b></p>
13h00-14h00 (1hr)	<b>Lunch</b>	
14h00-14h45 (45 minutes)	<p><b>Progress Report on the Sector Monitoring Initiative Recommendations</b></p> <p>Stocktaking of recommendations for enhanced implementation monitoring of credible ESPs</p>	<b>Douglas Lehman</b>
14h45-15h45 (1 hour)	<p>Country Case Study: Challenges and success in the implementation of SMI recommendations:</p> <ul style="list-style-type: none"> <li>➤ Monitoring Experience with LEG and JSR</li> <li>➤ Monitoring &amp; Evaluation Framework</li> </ul>	<p><b>Facilitation:</b> <b>Serge Peano</b></p> <p><b>Tchad</b> <b>Ghana</b></p>
15h45-16h00 (15 minutes)	<b>Coffee break</b>	
16h00-17h00 (1 hour)	<p><b>Group Work 1 et 4:</b> Discussion of best practices to address challenges in participatory planning of evidence-base ESPs with a sound financial framework.</p> <p><b>Group Work 2 and 4:</b> Discussion based on country case studies, focusing on best practices to address challenges in working with development partners and other stakeholders in developing and using a solid monitoring system for ESP implementation.</p>	<p><b>Serge Peano</b></p> <p><b>Douglas Lehman</b></p>
17h00-17h15 (15 minutes)	<ul style="list-style-type: none"> <li>➤ Wrap up day 1</li> <li>➤ Evaluation</li> </ul>	<b>Serge Peano</b>
18:00-19:00 (1 hour)	<b>GPE Reception</b>	
		<b>TBD</b>

**Wednesday, May 13**  
**CST Meeting Agenda – Education Sector Plans**  
**Venue: Radisson Blu Hotel**

<b>Time</b>	<b>Session</b>	<b>Presenter</b>	<b>Room</b>
9h00-9h30 (1 hour)	<b>Global Partnership for Education Presentation</b> Stocktaking on findings from a 2013 analysis of 42 ESPs	<b>Talia De Chaisemartin</b>	
9h30-11h00 (1 hour 30 min)	<b>Country Case Studies:</b> Challenges and Success in developing credible ESPs and Action Plans with relevant and coherent strategies for Equity, Efficiency and Learning  <ul style="list-style-type: none"> <li>➤ Translating system issues into policy orientations, strategies &amp; programs; shift from TESP to ESP</li> <li>➤ Operational Planning</li> </ul>	<b>Coted'Ivoire/DRC</b>  <b>Mozambique</b>	
11h00-11h30 (30 minutes)	<b>Coffee break</b>		
11h30-13h00 (1h)	<b>Group Work</b> Discussion based on country case studies: best practices to address challenges in developing credible ESPs and Action Plans with relevant and coherent strategies for Equity, Efficiency and Learning	<b>Facilitation:</b> <b>Serge Peano</b>	
13h00-14h00 (1hour)	<b>Lunch</b>		
14h00-14h10 (10 minutes)	<b>Technical support to ESP Elaboration/ Quality Assurance Challenges</b>  <ul style="list-style-type: none"> <li>➤ GPE Secretariat Support Process</li> <li>➤ Quality Assurance Challenges</li> </ul>	<b>Raphaelle Martinez</b> <b>Hugues Moussy</b>	
14h10-14h30 (20 minutes)	<b>Country Case Studies:</b>  <ul style="list-style-type: none"> <li>➤ Use and usefulness of the ESP/TESP Appraisal process and products</li> <li>➤ National Processes to ensure quality of planning products</li> </ul>	<b>Raphaelle Martinez</b> <b>Hugues Moussy</b> <b>Madagascar</b>	
14h30-16h00 (1h30)	<b>Group work:</b>	<b>Raphaelle Martinez</b> <b>Hugues Moussy</b>	

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- Support needs identification in developing credible ESPs/TESPs
  - Verifying the quality of ESPs/TESP – Country experiences and processes

16h00-16h15 (15 minutes)	<b>Coffee break</b>	
16h15-17h15 (1 hour)	<b>Plenary Session:</b> Presentation of group discussion; consensus on next steps for Secretariat support	<b>Serge Peano</b>
17h15-17h30 (15 minutes)	<b>Wrap up and recommendations</b> Workshop Evaluation	<b>Hugues Moussy</b>

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**Thursday, May 14**  
**Constituency Meeting Agenda**  
**Venue: Radisson Blu**

<b>Time</b>	<b>Session</b>	<b>Presenter</b>	<b>Room</b>
08h30-09h00 (30 mins)	<b>Welcome and Introduction</b> ➤ Introduction from GPE	GPE Secretariat/ Leadership Team	Conferenceroom (Plenary)
09h00-09h15 (15 mins)	<b>Overview of Agenda</b> ➤ Meeting objectives and presentations ➤ Overall meeting logistics	GPE Secretariat/ DCP Team	Conferenceroom (Plenary)
09h15-10h15 (1 hr)	<b>Development of New Strategic Plan (2016-2020)</b> ➤ Presentation of Workstream 1 Discussion Paper: Strengthening the Global Partnership for Education’s operational model	GPE Secretariat/ SPP Team	Conferenceroom (Plenary)
10h15-10h45 (30 mins)	<b>Coffee break</b>		Foyer
10h45-11h45 (1 hr)	<b>Development of New Strategic Plan (cont.)</b> ➤ Presentation of Workstream 2 Consultation concept note: Defining the mission, vision, principles, and prioritizing key objectives and areas of focus ➤ Feedback on consultation process from July to September ➤ Role of the constituencies	GPE Secretariat/ SPP Team	Conferenceroom (Plenary)
11h45-12h30 (45 mins)	<b>Two Partnership Initiatives</b> ➤ Platform for Education in Conflict and Crisis ➤ Presentation on learning assessment platforms work ▪ Implications for GPE	GPE Secretariat/ SPP Team	Conferenceroom (Plenary)
12h30-14h00 (1 hr, 30 mins)	<b>Lunch</b>		Hotel restaurant “Avenue”
14h00-16h00 (2 hrs)	<b>Constituency Breakout Session</b> ➤ Discuss Strategic Plan ▪ Workstream 1 ▪ Workstream 2 Concept Note	Constituencies	Breakout rooms (By constituency) Room 1: Salon Ocean Room 2: Etienne Victor

16h00-16h30 (30 mins)	<b>Coffee break</b>		Foyer
16h30-17h30 (1 hr)	<b>Constituency Presentations</b> ➤ Feedback on outcomes of breakout sessions ➤ Questions raised	Constituencies	Conferenceroom (Plenary)
17h30-17h45 (15 mins)	<b>Day 1 Wrap Up</b>	GPE Secretariat/ DCP Team	Conferenceroom (Plenary)

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**Friday, May 15**  
**Constituency Meeting Agenda**  
**Venue: Radisson Blu**

<b>Time</b>	<b>Session</b>	<b>Presenter</b>	<b>Room</b>
08h00-12h00 (4 hrs)	<b>Study tour: School Visit/Island of Gorée (TBC)</b>	DCP Focal Points	
12h30-14h00 (1 hr, 30 mins)	<b>Lunch</b>		Hotel restaurant “Avenue”
14h00-14h15 (15 mins)	<b>Brief Overview of Agenda</b> ➤ Objectives for the day	GPE Secretariat/ DCP Team	Conferenceroom (Plenary)
14h15-15h15 (1 hr)	<b>Debrief of School Visit</b> ➤ Interactive discussion – sharing of findings and experience ➤ Lessons learned ➤ Taking forward learning	Constituencies	Conferenceroom (Plenary)
15h15-17h00 (1 hr, 45 mins)	<b>GPE Policies, Committees and Board Meeting</b> ➤ Governance overview – key policies ➤ Overview of Committees – roles and responsibilities of DCPs ➤ Update on Board of Directors Meeting (meeting objectives and decisions sought)	GPE Secretariat/ Board Services Team	Conferenceroom (Plenary)
17h00-17h30 (30 mins)	<b>Coffee break</b>		Foyer
17h30-18h30 (1 hr)	<b>Constituency Breakout Session</b> ➤ Board decisions	Constituencies	Breakout rooms (By constituency) Room 1: Salon Ocean Room 2: Etienne Victor Room 3: St-Exupery
19h00-21h00 (2 hrs)	<b>Dinner hosted by the Government of Senegal</b>	Government of Senegal	TBC

**Saturday, May 16**  
**Constituency Meeting Agenda**  
**Venue: Radisson Blu**

<b>Time</b>	<b>Session</b>	<b>Presenter</b>	<b>Room</b>
08h30-08h45 (15 mins)	<b>Brief Overview of Agenda</b> ➤ Objectives for the day	GPE Secretariat/ DCP Team	Conferenceroom (Plenary)
08h45-10h30 (1 hr, 45 mins)	<b>Constituency Breakout Sessions</b> ➤ Discuss Board decisions (cont.)	Constituencies	Breakout rooms (Byconstituency) Room 1: Salon Ocean Room 2: Etienne Victor Room 3: St-Exupery
10h30-11h00 (30 mins)	<b>Coffee break</b>		Foyer
11h00-12h00 (1 hr)	<b>Constituency Presentations</b> ➤ Feedback on outcomes of breakout sessions ➤ Questions raised	Constituencies	Conferenceroom (Plenary)
12h00-13h30 (1 hr, 30 mins)	<b>Lunch</b>		Hotel restaurant "Avenue"
13h30-15h00 (1 hr, 30 mins)	<b>Communication and Action Plans: A Strategic Discussion</b> ➤ Context setting ➤ Session objectives and expected results ➤ Overview of tools for strategic thinking ➤ Process and timeline for finalizing plans	DCP Focal Point/German BACKUP Education consultant/GPE Secretariat (DCP Team)	Conferenceroom (Plenary)
15h00-15h30 (30 mins)	<b>Coffee break</b>		Foyer
15h30-17h30 (2 hrs)	<b>Communication and Action Plans (cont.)</b> ➤ Identifying priorities ➤ Agreeing next steps	German BACKUP Education consultant	Conferenceroom (Plenary)

17h30-17h45 (15 mins)	<b>Conclusion and wrap up</b>	GPE Secretariat/ DCP Team	Conferenceroom (Plenary)
18h00-19h00 (1 hr)	<b>Debrief for Board Representatives (for Board reps only)</b> <ul style="list-style-type: none"> <li>➤ Discuss outcomes of meeting, debriefing of Board members and next steps</li> </ul>	Board Representatives from Africa 1, 2, and 3 and GPE Secretariat	GPE Secretariat room

## Annex 2: Brief Summary of Draft Global Communication and Action Plan

The table below includes some of the activities that have been identified by the DCPs as important for strengthening their coordination, communication, and consultation capacities.

<b>Communication and Action Plan for DCP Constituencies</b>			
<b>Activities</b>	<b>Indicators</b>	<b>Expected results</b>	<b>Unit or Person Responsible</b>
<b>Governance</b>			
<b>Pre-Board DCP constituency meetings</b>	<ul style="list-style-type: none"> <li>- Quality, relevance of and agreement on the decisions taken during Board meetings</li> <li>- Budget for the Pre-Board DCP constituency meetings and DCP constituency support institutionalized into the Secretariat budget</li> <li>- Increased voice of DCPs at Board meetings</li> <li>- DCP constituency positions reflected in Board discussions</li> <li>- Increase in capacity to influence Board discussions and decisions</li> <li>- Satisfaction with deliberative process</li> <li>- Board representatives setting and influencing the Board agenda</li> </ul>	<ul style="list-style-type: none"> <li>- There is full, widely shared and known agreement on all Board decisions</li> <li>- Improvements in the quality of Board discussion and decision making reflective of DCP voices/perspectives</li> <li>- Sustainable financing for pre-Board DCP constituency meetings</li> </ul>	Secretariat, cost sharing/gap filling by other partners
<b>Board meetings</b>	<ul style="list-style-type: none"> <li>- Regular participation of DCP Focal Points whose countries are represented on the Board at Board meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Improved coordination between the constituencies and their Board representatives</li> <li>- Satisfaction with deliberative and decision-making process</li> <li>- Sustainable financing of DCP advisors to Board meetings</li> </ul>	Secretariat, cost sharing/gap filling by other partners
<b>Support to the Constituency Communication Focal Point</b>	<ul style="list-style-type: none"> <li>- Regular participation of all Board Communications Focal Points in Pre-Board DCP constituency meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Improved communication and coordination between the Board Communication Focal Points and constituency members</li> </ul>	Secretariat

<b>Communication and Action Plan for DCP Constituencies</b>			
<b>Activities</b>	<b>Indicators</b>	<b>Expected results</b>	<b>Unit or Person Responsible</b>
<b>Communication Tools and products</b>			
<b>Constituency space/portal on an internet platform (password protected)</b>	<ul style="list-style-type: none"> <li>- Readily accessible web based portal for DCP constituency members</li> <li>- Increased and more rapid access to up to date information</li> </ul>	<ul style="list-style-type: none"> <li>- Constituency meeting documents and knowledge exchange (text, PowerPoints, video clips) are available. There are active web based discussions.</li> </ul>	Secretariat
<b>Welcome and orientation pack for DCP Focal Points</b>	<ul style="list-style-type: none"> <li>- Reduced learning/induction curve for new DCP Focal Points on their role, responsibility and understanding of GPE institutionally</li> </ul>	<ul style="list-style-type: none"> <li>- Smoother transfer/change process between DCP Focal Points</li> <li>- Facilitate stronger institutional memory</li> <li>- Facilitate induction process</li> </ul>	Secretariat
<b>Translation of new documents</b>	<ul style="list-style-type: none"> <li>- All platform documents are available in the GPE working languages</li> </ul>	<ul style="list-style-type: none"> <li>- Users can read the platform documents in a language familiar to them</li> </ul>	Secretariat
<b>User manual</b>	<ul style="list-style-type: none"> <li>- Availability of a manual on the use of the constituency internet space</li> </ul>	<ul style="list-style-type: none"> <li>- Constituency members are able to successfully navigate and use the internet portal</li> </ul>	Secretariat, cost sharing/gap filling by other partners
<b>Website content about DCP Support</b>	<ul style="list-style-type: none"> <li>- Increased access by DCPs to the GPE website</li> </ul>	<ul style="list-style-type: none"> <li>- Online reference point for DCPs and other interested partners</li> </ul>	Secretariat
<b>Knowledge exchange (policy experience and practices) /South-South Learning</b>			
<b>Identification of good practices of education sector reform</b>	<ul style="list-style-type: none"> <li>- Relevant good practice of education sector reform is identified and shared among countries</li> </ul>	<ul style="list-style-type: none"> <li>- DCP constituency meetings serve to present case studies demonstrating good practice</li> </ul>	Secretariat, constituencies
<b>Study tours</b>	<ul style="list-style-type: none"> <li>- At least 1 study tour conducted per year</li> <li>- Experience and lessons shared during pre-Board DCP constituency meetings</li> <li>- Reports available to DCP constituencies</li> </ul>	<ul style="list-style-type: none"> <li>- Influence and adaptation to other country contexts</li> </ul>	Secretariat, constituencies
<b>Pre-Board DCP constituency meetings</b>	<ul style="list-style-type: none"> <li>- Knowledge exchange sessions institutionalized into pre-Board DCP constituency meetings</li> <li>- Increase collaboration with technical partners / specialist agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Increased technical application in planning, implementation and monitoring processes</li> <li>- Improved ESP planning, implementation and monitoring</li> </ul>	Secretariat in collaboration with other technical partners

**Communication and Action Plan for DCP Constituencies**

<b>Activities</b>	<b>Indicators</b>	<b>Expected results</b>	<b>Unit or Person Responsible</b>
<b>Knowledge exchange webinars</b>	<ul style="list-style-type: none"><li>- At least 4 webinars conducted per year</li><li>- Increase collaboration with technical partners / specialist agencies</li></ul>	<ul style="list-style-type: none"><li>- Increased technical application in ESP planning, implementation and monitoring processes</li></ul>	Secretariat in collaboration with other technical partners